

Building a New Community System

Dallas' approach to city-wide arts learning



Arts Education Partnership
January 19-20, 2007

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What if...

...we focused on **changing the environment** - not just the programs?

...we **worked as a system** rather than as individual entities?



Building a New System: Dallas ArtsPartners

1997: Our City Has a Problem

Dallas Cultural Affairs Commission LRP Committee

Investigated availability & accessibility of existing Dallas arts & cultural educational outreach programming



Building a New System: Dallas ArtsPartners

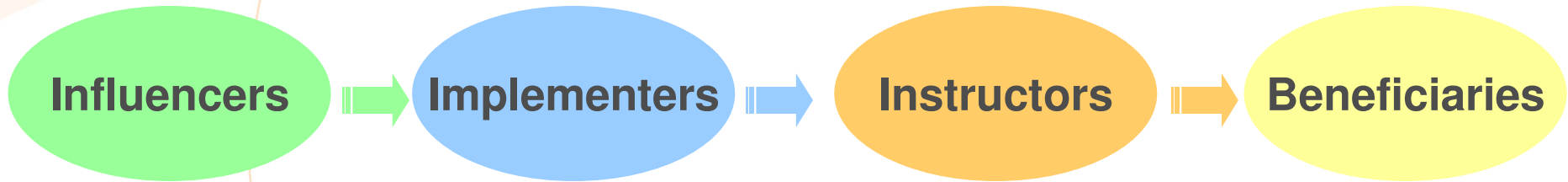
Defined the issue

- No agency overseeing quality & distribution of services
- Some Dallas ISD schools received multiple services; $\pm 75\%$ received none
- No way to measure impact

Proposed a solution

- Create a new community partnership that remedies these issues & addresses our challenge

Building a New System: The Partners



School Board
Superintendent
City Council
City Manager
Private Funders
Business Community

Dallas ISD

- **Accountability**
- **Professional Development**
- **Curriculum Instruction**
- **Principals**

City of Dallas

- **Office of Cultural Affairs**
- **Cultural Providers**

Fine Arts Specialists
General Classroom Teachers
Cultural Providers
Individual Artists

Dallas ISD elementary students

Building a New System: Initial Concerns

City of Dallas

- Possible funding monopoly
- Overstepping boundaries

Dallas ISD

- Additional stress on teachers
- Little or no academic impact

Arts & Cultural Providers

- Cannibalized funding
- Homogenized programming
- Decrease in artistic quality

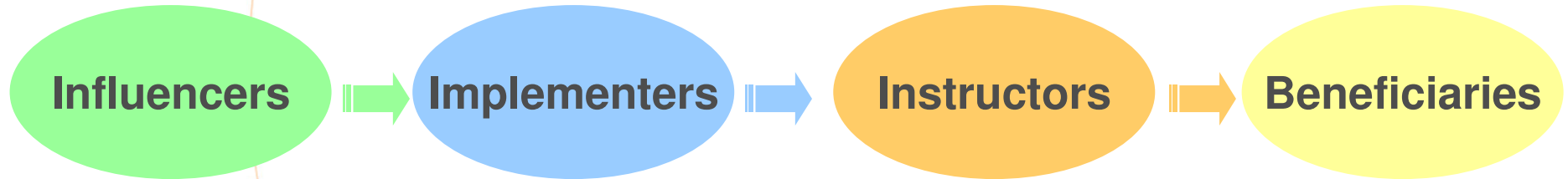
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- Destabilization
- Financial drain
- Overshadow BT identity

Building a New System: Strategies to Address Concerns

- **Community-based committees co-chaired by arts & education leaders**
- **All programmatic & financial decisions public & transparent**

Building a New System: The Partners



- **Where do partner agendas overlap?**
- **What should be the role of the cultural community in instituting education reform?**

Building a New System: Community Conclusions

Inappropriate Role

- Usurp district's responsibility to provide trained, certified fine arts specialists

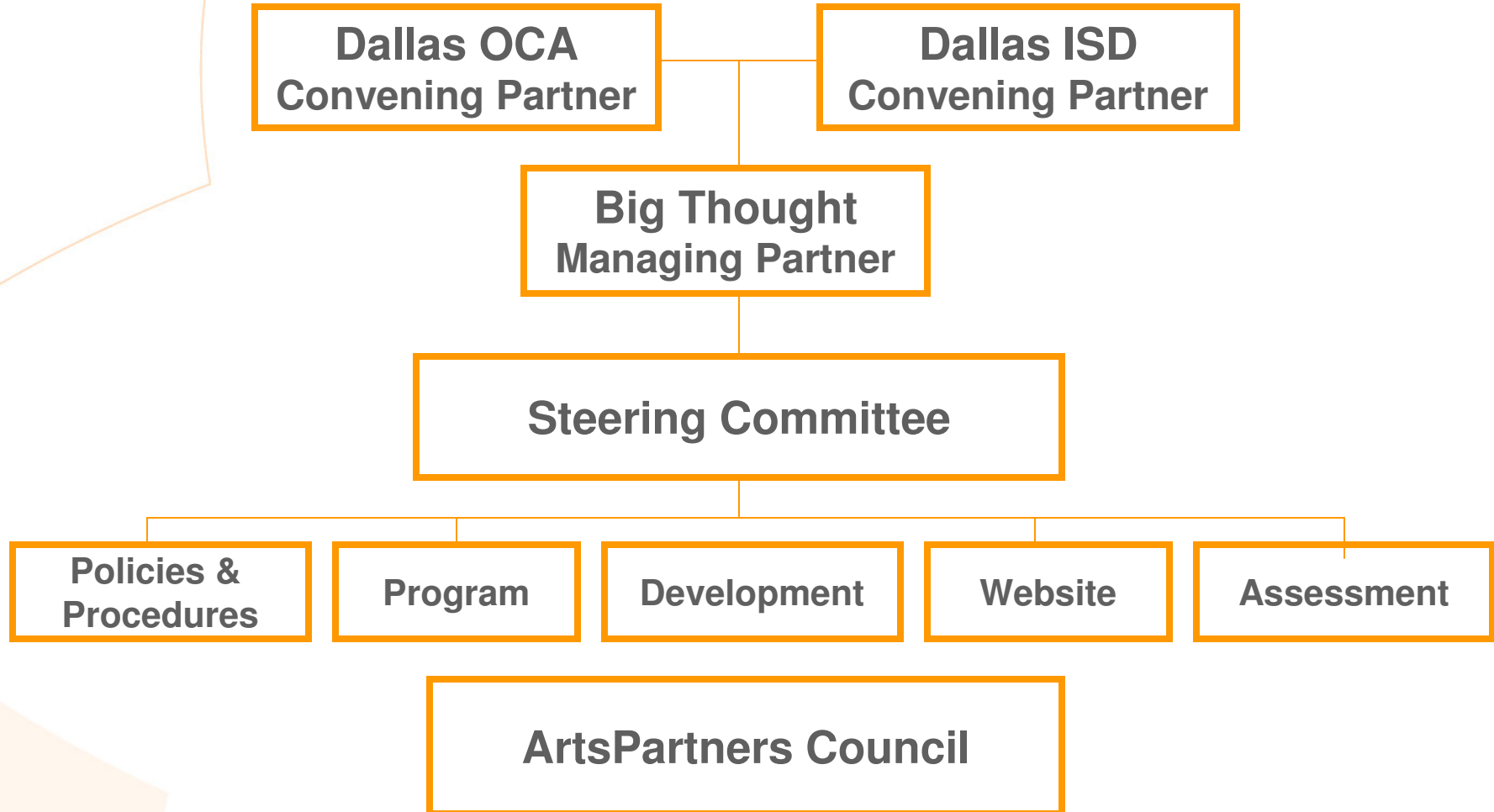
Appropriate Role

- Position place of arts as core academic subject
- Strengthen use of arts in other academic instruction
- Strengthen students' academic performance
- Place teachers in a decision-making role

Building a New System: Success Indicators

- 1. Provide equal access to arts & cultural resources to every DISD elementary student**
- 2. Integrate resources into classrooms in a meaningful & measurable way**

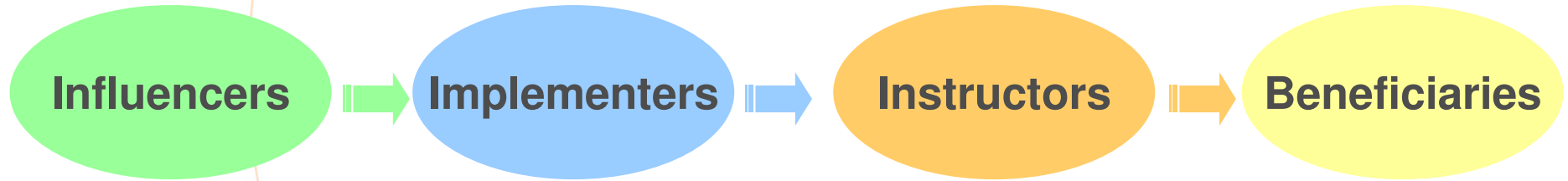
Building a New System: Governance Structure



Building a New System: Lessons Learned - Partnership

- **Align Agendas**
- **Create Authenticity & Shared Accountability**
- **Build Capacity**
- **Manage Constant Change**
- **Evolve to Meet Community Needs**

Building a New System: Program Design & the System



Scalability:

a system's ability to grow readily & gracefully

Sustainability:

planning & acting for a system's long-term health

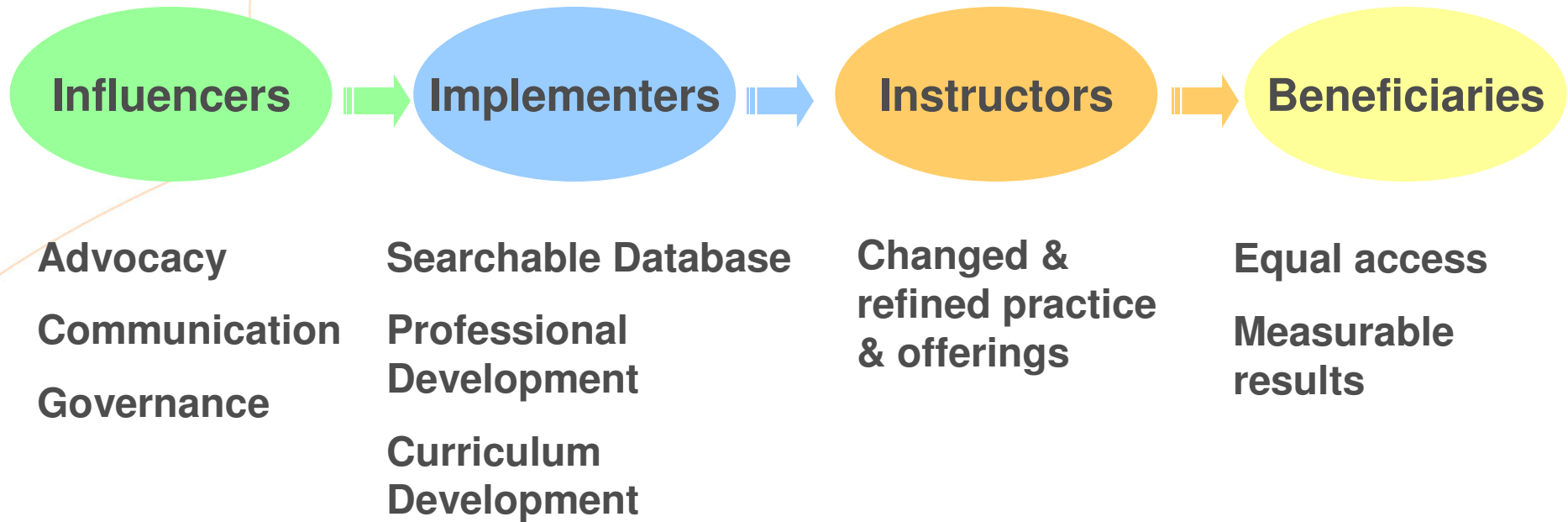
Accountability:

delivering on promises & taking responsibility for outcomes

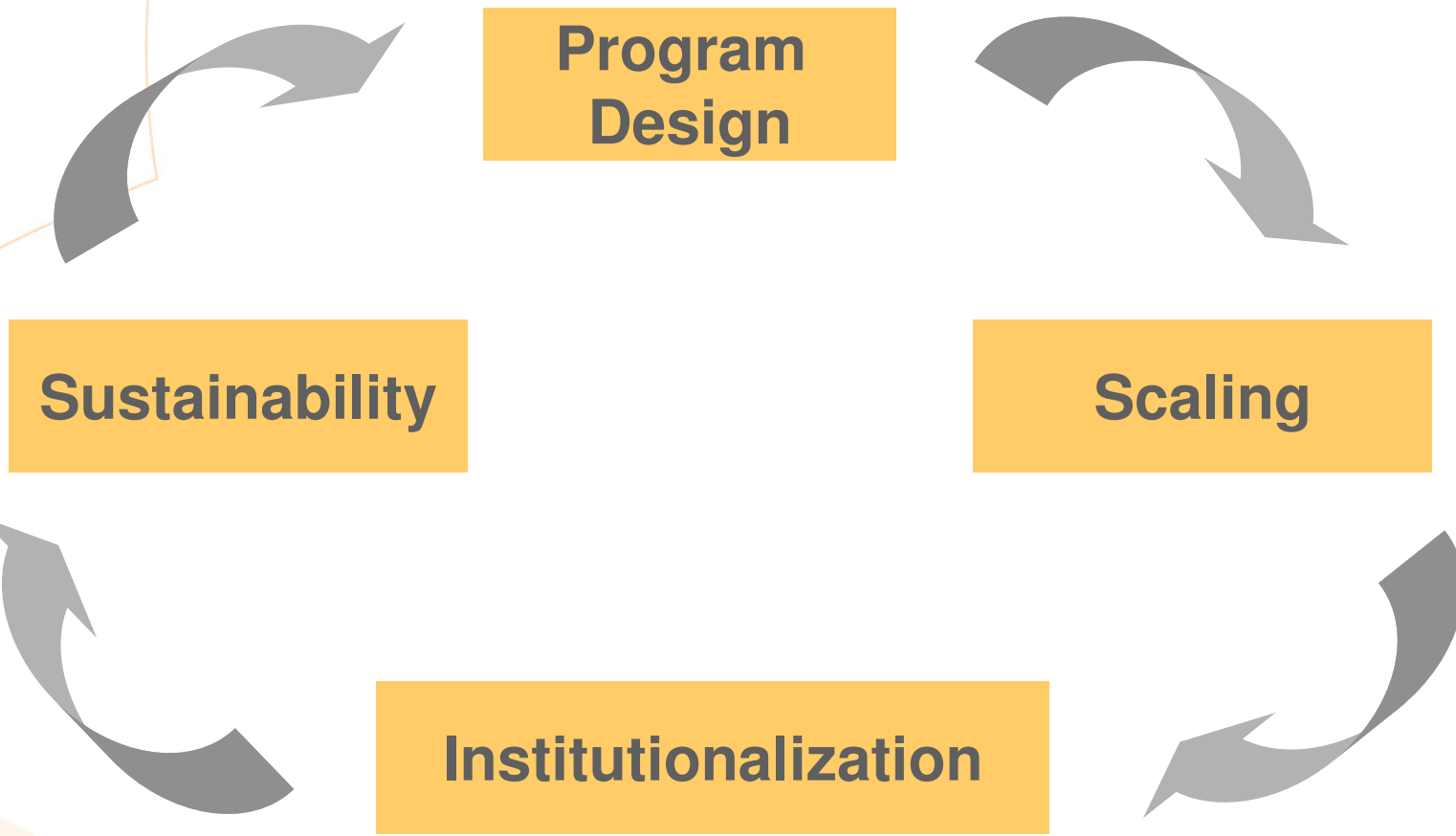
Building a New System: Program Design Process

- **Looked to research & best practices to inform design**
- **Identified & gathered existing resources**
- **Identified gaps & barriers**
- **Developed implementation hypotheses**
- **Tested strategies & hypotheses formally & informally**

Building a New System: Implementation & the System



Building a New System: Phases of Implementation



Building a New System: Lessons Learned - Implementation

- **Accept & reduce the impact of negative forces**
- **Leverage existing strengths – people, money, expertise**
- **Build capacity & fill gaps**
- **Avoid unnecessary bureaucracy**
- **Acknowledge the realities of a dynamic system**



System at Scale: Dallas ArtsPartners Today

Each year:

Children served	100,000
Principals served	156
Teachers served	6,000
Site Coordinators	156
Arts & cultural providers	54
Cost per child	\$10.00 (direct services)
Contact hours	434,426



Accountability & the System

99-01 ArtsPartners Report

Dallas ISD Division of Evaluation & Accountability

Do students receiving AP-supported instruction outperform comparison group on standardized tests?

01-05 Dallas ArtsPartners Longitudinal Study

Dr. Dennie Palmer Wolf , Annenberg Institute for School Reform

Does AP-supported instruction add value to:

- Students' literacy performance
- Student learner behavior
- Teachers' perceptions of students

as compared to ongoing classroom instruction?



Accountability & the System

ArtsPartners Longitudinal Study

Key Findings

- **ArtsPartners programs immediately help children become active learners**
- **Students involved in ArtsPartners invest themselves in their work**
- **ArtsPartners students are eager to experiment with different learning methods**
- **African-American & Latino students participating in AP outperformed their peers on TAKS reading.... & their strong performance continued in 7th grade, without AP**



Accountability & the System: Lessons Learned

Measurable results build trust

- Deliver on promises to stakeholders
- Demonstrate impact on students

Inform system design

- Testing hypotheses saves time & money
- Provides direction for continuous improvement
- Keeps focus on what's working

Builds capacity on every level

- Partners, money, people, infrastructure



Funding & the System: Funding Catalysts

Seed money

- \$100,000 from City of Dallas & Dallas ISD

Capacity-building

- Local foundations, corporations

Innovation & improvement

- US Dept. of Ed, NEA, local foundations & corporations

Sustainability

- Local individuals, foundations & corporations

Expanding Scope & Vision

- National foundations



Expanding Scope & Vision

Ford Foundation

October 2003: \$300,000 over 2 years

To build parent & community support for & engagement in Dallas ArtsPartners

The Wallace Foundation

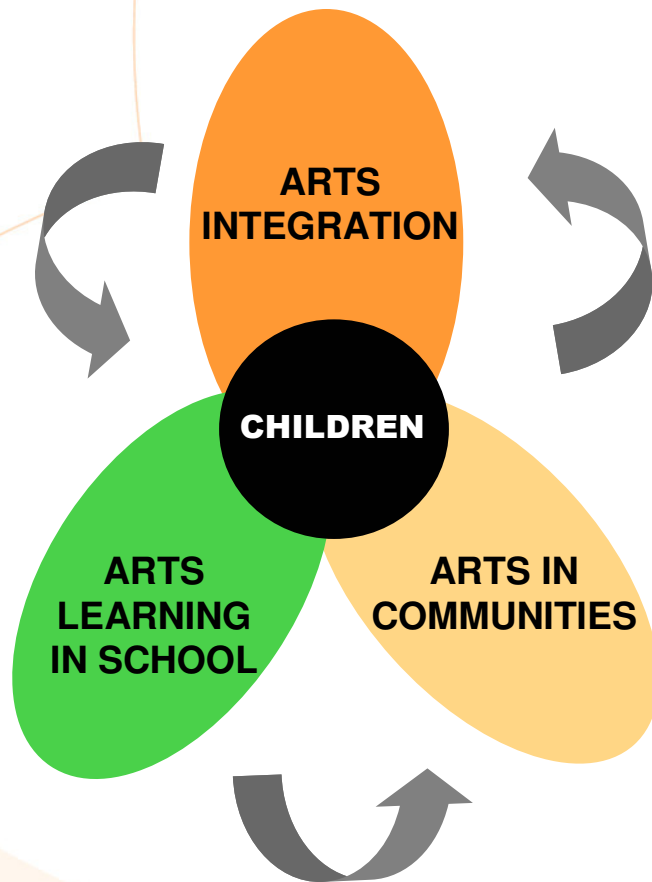
November 2005: \$1,060,000

To develop a systemic plan for increasing high-quality arts learning experiences for school-age children

How do we...

**...develop a city-wide system
to surround children
with high quality arts education
experiences ?**

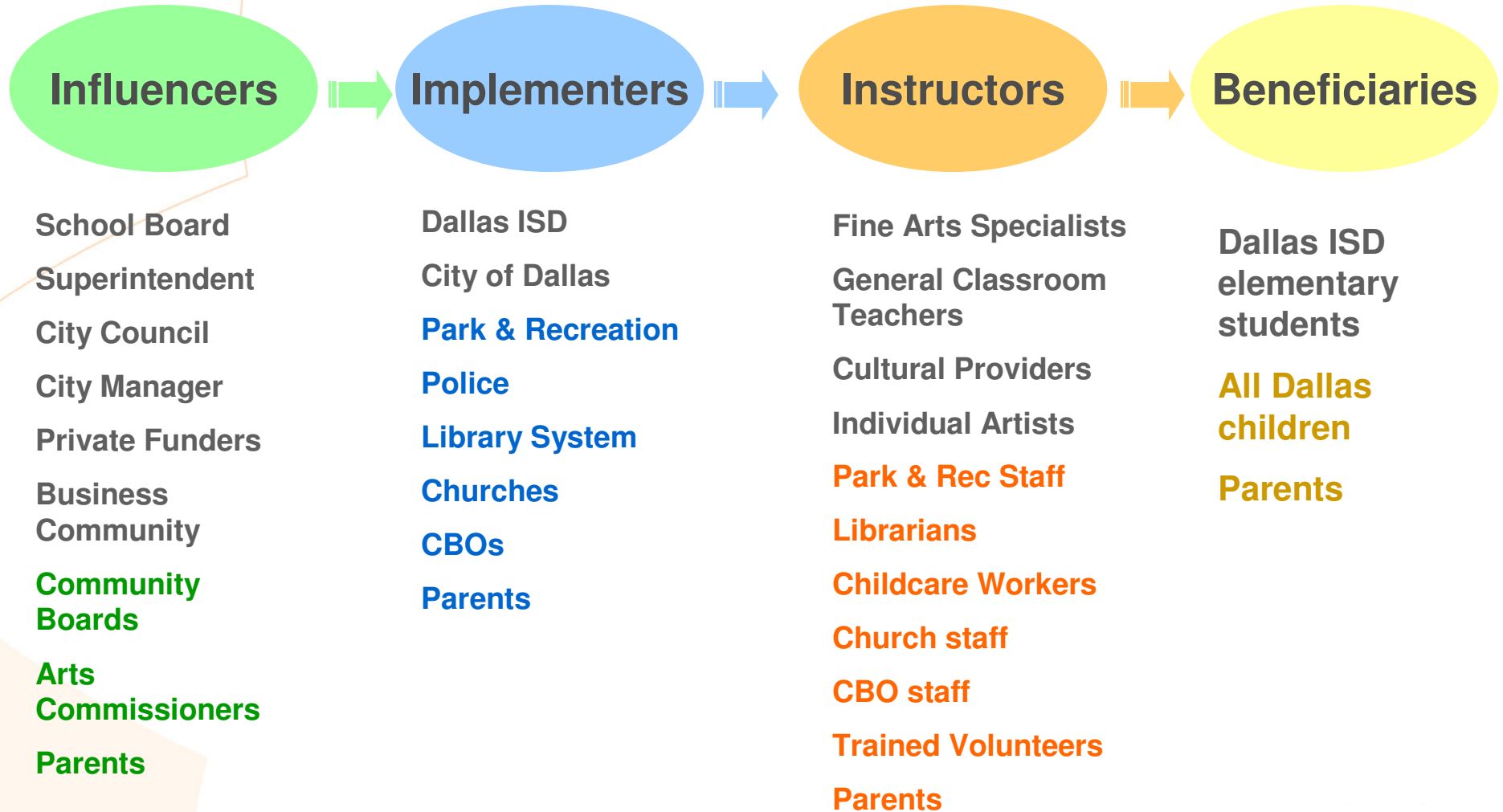
Dallas Arts Learning Initiative



It's the **relationship**
between a **variety**
of high quality arts
experiences, designed
to **build over time**,
which result in
lasting benefits

Dallas Arts Learning Initiative

The Partners



Dallas Arts Learning Initiative Governance Structure





Dallas Arts Learning Initiative Wallace Grant Allocation

Research

- **Arts Learning Systems Inventory**
- **Technology Audit & Plan**
- **Communications Plan**
- **Sustainability Plan**



Dallas Arts Learning Initiative Wallace Grant Allocation

Plan Development

- **System Dynamics Mapping**
- **Planning Process Documentation**
- **Plan Support**



Dallas Arts Learning Initiative

Research – Key Findings

Must have multiple dimensions of access

- Content
- Logistics

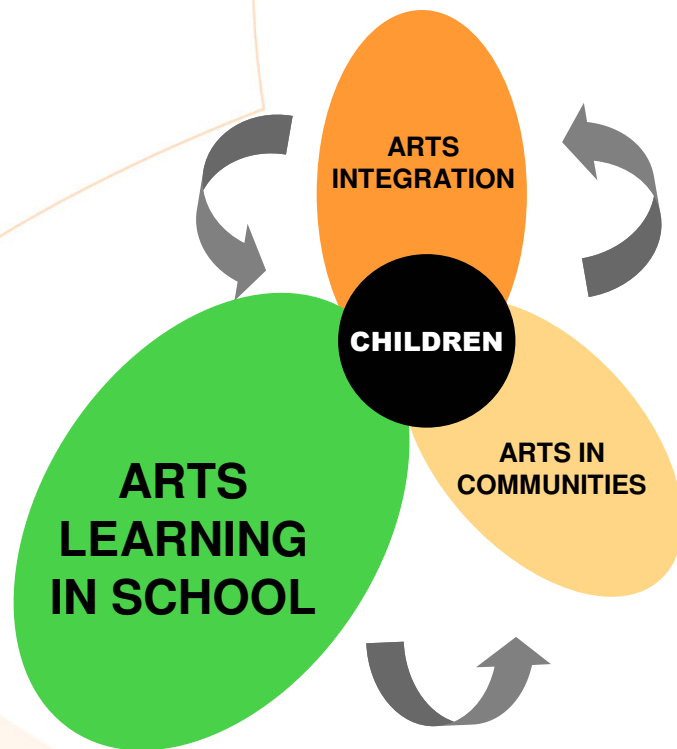
Must be in the neighborhood

- Grassroots flexibility
- Centralized design

Must be inclusive & expansive

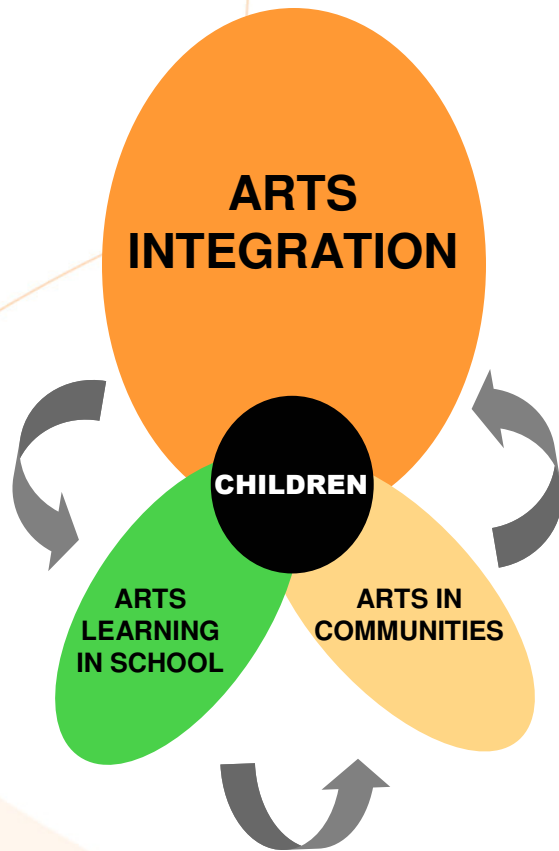
- Programs & resources that resonate with kids, families & educators

Dallas Arts Learning Initiative Grassroots Intervention Strategies



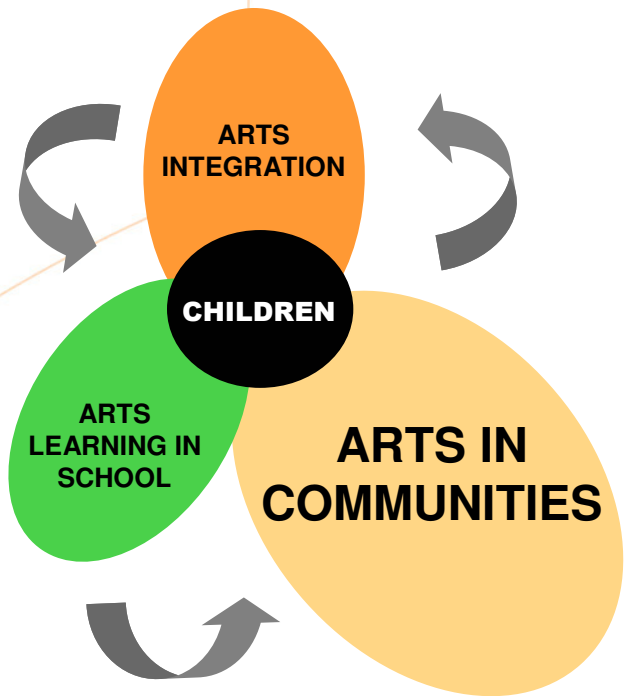
- Add 140 visual art & music specialists
- Support early development of new Dallas ISD fine arts curriculum
- Develop tools for assessing fine arts curriculum
- Redesign ArtsPartners to support fine arts specialists
- Provide appropriate professional development

Dallas Arts Learning Initiative Grassroots Intervention Strategies



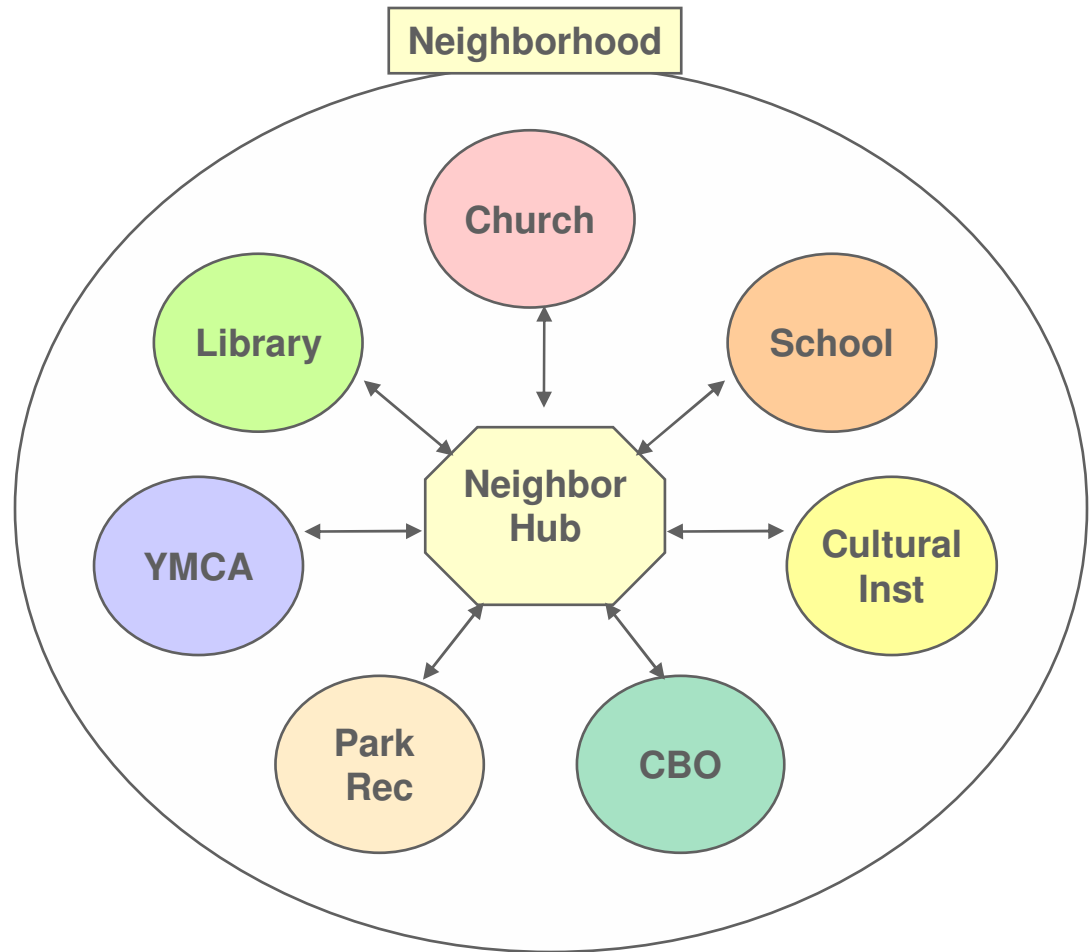
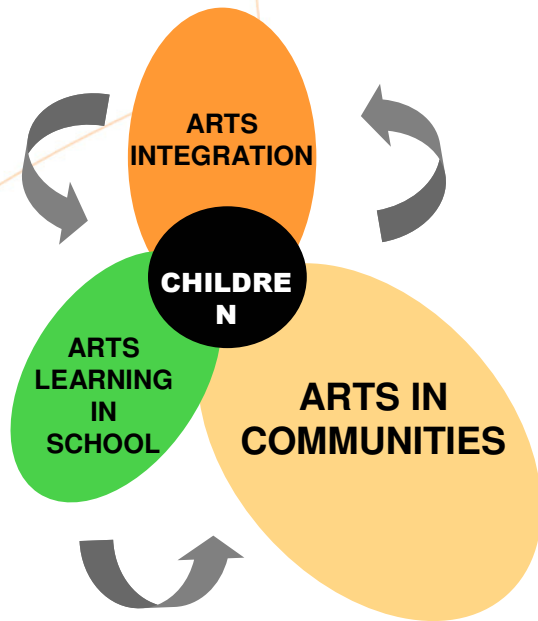
- Align ArtsPartners experiences to new Dallas ISD curriculum
- Professional development for classroom teachers, fine arts specialists & providers
- Assess program realignment effectiveness

Dallas Arts Learning Initiative Grassroots Intervention Strategies



- Virtual cultural center staff support
- Neighborhood program funding
- Family education
- Curriculum development & training
- Develop system to redistribute unused cultural resources

Dallas Arts Learning Initiative Grassroots Intervention Strategies





Dallas Arts Learning Initiative

Centralized Intervention Strategies

Communications

- Grassroots & funding
- Public Relations
- Advocacy
- Community education
- Marketing in the neighborhood

Technology

- Community Information Portal
- Administrative infrastructure

Assessment

- Measure outcomes / success
- Research impact to improve practice & programs

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